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OF THE AIR FORCE**

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**Logistics**

**LOGISTICS READINESS SQUADRON  
QUALITY ASSURANCE PROGRAM**

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This publication implements Air Force Policy Directive (AFPD) 63-1/20-1, *Integrated Life Cycle Management*. This instruction establishes the Logistics Readiness Quality Assurance policy, procedures and guidelines for a standardized, repeatable assessment and evaluation process throughout the United States Air Force (USAF) Logistics Readiness community. This instruction applies to all Air Force personnel (Regular, Air Force Reserve (AFR) and Air National Guard (ANG)). For assistance with interpreting this instruction, contact your Major Command (MAJCOM) functional policy activity. ANG units should contact the Air National Guard Readiness Center (ANGRC) functional policy section for guidance. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using AF Form 847, *Recommendation for Change of Publication*; route AF Form 847s from the field through the appropriate functional chain of command. MAJCOMs supplementing this instruction must coordinate their supplements with AF/A4LR and will follow guidance outlined in Air Force Instruction (AFI) 33-360, *Publications and Forms Management*. The authorities to waive wing/unit level requirements in this publication are identified with a Tier ("T-0, T-1, T-2, T-3") number following the compliance statement. See AFI 33-360 for a description of the authorities associated with the Tier numbers. Submit requests for waivers through the chain of command to the appropriate Tier waiver approval authority, or alternately, to the Publication OPR for non-tiered compliance items publications. Ensure that all records created as a result of processes prescribed in this publication are maintained IAW Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of IAW Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS). The use of the name or mark of any

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### ***SUMMARY OF CHANGES***

This revision includes significant changes to the LRS QA program and must be reviewed in its entirety. Changes include modification of QA evaluator roles, as well as the modification of the duty title QA Superintendent to QA Non Commissioned Officer in Charge (NCOIC), the removal of the LRS QA Structure and Operations Compliance charts and the deletion of the Exercise Evaluation Teams (EET) requirement. This revision removes responsibilities addressed in AFI 90-201, *The Air Force Inspection System*, such as the requirement to perform annual assessments. The clarification/identification of Acceptable Quality Levels (AQLs), Key Task List (KTL) and Routine Inspection List (RIL) requirements, to include the required Air Force (AF) level KTLs/RILs were incorporated into the publication. Also, the requirement for Headquarters Air Force (HAF), MAJCOM and Wing/Group Commander Quarterly reports were removed from this AFI along with the requirement to utilize AF Forms 2419, *Routing and Review of Quality Control Reports* and 2420, *Quality Control Inspection Summary*. Attachment 2, LRS QA Report Format was also deleted. Finally, requirements that are mandated for compliance at the Wing level were appropriately tiered to categorize the consequence of non-compliance and to identify the waiver authority.

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## Chapter 1

### GENERAL PURPOSE AND SCOPE

**1.1. Purpose.** The purpose of the Logistics Readiness Squadron (LRS) Quality Assurance (QA) program is to provide the unit commander/civilian director and senior leadership with an assessment of the unit's ability to perform key logistics processes by ensuring standardized, repeatable, technically compliant process execution, while promoting a culture of professional excellence and personal responsibility. The program is designed to provide a method of evaluating compliance with Air Force and MAJCOM policy and guidance. **NOTE:** The use of the term LRS unit commander throughout this instruction also applies to a civilian director.

**1.2. Scope.** Quality logistics, procedural and compliance, and equipment serviceability are the responsibility of all LRS personnel. The combined efforts of QA personnel, squadron leaders, and logistics technicians are necessary to ensure processes remain efficient and effective, strict compliance to established policy and procedures, and equipment serviceability. The evaluation and analysis of deficiencies and problem areas are key functions of quality assurance that highlight and identify underlying causes of poor quality in logistics procedures. Civil Service Most Efficient Organizations and contracted organizations must follow the requirements established in their contract's Performance Work Statement (PWS) and the Quality Control Plan (QCP) for an accepted quality program.

## Chapter 2

### ROLES AND RESPONSIBILITIES

**2.1. The Quality Assurance (QA) section will be aligned under the Operations Compliance Section. (T-2).** The Commander may designate the section report directly to the Operations Officer or Logistics Manager. The section is staffed with highly competent, well-qualified subject matter experts from the various Air Force Specialty Codes (AFSC) within the LRS.

2.1.1. LRS QA Structure. The structure for the LRS QA section shall consist of representation from across the LRS AFSCs to provide sufficient functional expertise. **(T-1).** Augmentation, as described in this AFI is authorized due to mission requirements, but needs to be minimized as much as possible. If units tailor the structure, three personnel will be the minimum required (OIC or NCOIC plus 2 personnel). **(T-1).** Air Reserve Component (ARC) units are authorized to tailor the structure in order to accomplish the quality assurance function and complete mission requirements.

**2.2. Headquarters Air Force Logistics Readiness Division (AF/A4LR) will:**

2.2.1. Develop, articulate, and clarify all AF LRS QA policy/guidance.

2.2.2. Develop/maintain AF KTLs and RILs.

2.2.3. Maintain applicable LRS QA content in the LRS QA Program folder located on the Logistics Readiness Force Development SharePoint site at <https://cs3.eis.af.mil/sites/ODP-AF-29/default.aspx>. SharePoint provides an online collaborative environment to address LRS QA issues and allow units to share their information, knowledge, experience, and exchange ideas.

2.2.4. Maintain a list of MAJCOM/A4R OPRs for the LRS QA Program and post in the LRS QA folder located on the Logistics Readiness Force Development SharePoint site.

2.2.5. Ensure an AF standardized, automated quality assurance database system is developed to manage and track evaluation findings within the commands.

**2.3. Major Commands (MAJCOM) A4R will:**

2.3.1. Monitor, review and provide oversight over subordinate QA programs within the command.

2.3.2. Develop/maintain/approve KTLs and RILs pertinent to MAJCOM unique requirements.

2.3.3. Recommend program guidance and administrative changes to AF/A4LR.

2.3.4. Designate an OPR as liaison between AF/A4LR and evaluated units.

2.3.5. Supplement this publication as required for unique mission requirements in coordination with AF/A4LR.

2.3.6. Staff waiver requests for provisions in this instruction IAW AFI 33-360.

**2.4. Logistics Readiness Squadron Commander (LRS/CC) will:**

- 2.4.1. Establish a LRS QA program. **(T-1)**. The program must include personnel evaluations to ensure technical proficiency and equipment condition are in compliance with Air Force directives. **(T-1)**.
- 2.4.2. Designate, in writing, qualified personnel (refer to Chapter 3 for qualification requirements) to serve as the LRS QA Officer In Charge (OIC) or NCOIC and evaluators. **(T-1)**. Leadership will develop a plan to rotate military QA personnel following the guidance in Chapter 3. **(T-1)**. Civilian evaluators need to be selected following merit system principles to ensure fair and open recruitment, competition and employment practices free of political influence or other non-merit factors. Appointment letters must specify the primary area(s) the manager and evaluators are assigned to evaluate and any augmentees that are assigned to support evaluations in the respective areas. **(T-1)** Appointment letters will be maintained in the LRS QA Section files. **(T-2)**.
- 2.4.3. Lead the Monthly QA Summary Meeting to assess unit performance and actions taken to analyze, correct, and improve logistics processes. See details in Chapter 4. **(T-2)**.
- 2.4.4. Review reported findings for appropriate corrective actions. **(T-1)**.
- 2.4.5. Based on findings, determine if additional assessments are required in a specific area. **(T-2)**.
- 2.4.6. Approve plan to rotate military QA personnel into the section as detailed in Chapter 3. ANG units will develop a plan to rotate augmentees only. **(T-3)**.
- 2.4.7. Approve unit developed RIL/KTL items. **(T-2)**.
- 2.4.8. Promote an environment where quality, safety, environmental compliance, equipment reliability, job proficiency, and standardization remain at the core of all logistics processes. **(T-1)**.

**2.5. LRS Quality Assurance :**

- 2.5.1. Evaluate the quality of logistics procedures performed in the organization and report results to the LRS/CC. **(T-2)**.
- 2.5.2. Make recommendations for improving the effectiveness of all logistics processes and serve as the unit focal point for oversight of technical activities and process improvement initiatives. **(T-2)**.

**2.6. Quality Assurance OIC or NCOIC will:**

- 2.6.1. Be responsible for the administration of the unit's QA program on behalf of the commander. **(T-1)**.
- 2.6.2. Manage and execute the daily operation of the unit's QA Program. **(T-1)**.
- 2.6.3. Monitor the QA evaluation and inspection program using a locally-developed database (until a HAF-approved QA database is available) and provide supervisors access to the data. **(T-1)**.
- 2.6.4. Develop and publish a Quarterly QA Evaluation and Inspection Plan. **(T-2)**. The plan must show the areas, types, and number of assessments, inspections and evaluations that

must be conducted over the course of a quarter. **(T-1)**. The plan will comprise the following to provide QA clear direction for assessing and measuring compliance:

2.6.4.1. Functional areas requiring monthly assessments and the defined timeline for conducting assessments. **(T-1)**.

2.6.4.2. Functional area inspection and evaluation quotas by type (e.g., Personnel Evaluations (PEs), Quality Verification Inspections (QVIs), etc.). **(T-1)**.

2.6.4.3. Special Inspections (SI) resulting from cross-tells or designated Commander's Special Interest Items. **(T-1)**.

2.6.5. Conduct a Monthly QA Summary Meeting with the LRS/CC and squadron leadership. **(T-2)**.

2.6.6. Review QA database and inspection summary inputs for accuracy and content. **(T-2)**.

2.6.7. Initiate actions when additional attention is required to resolve adverse trends or training problems. **(T-1)**. Actions include preparing cross-tell information bulletins and messages for LRS/CC release to other similarly-equipped units and MAJCOMs, and the LRS QA Folder located on the Logistics Readiness Force Development SharePoint site located at <https://cs3.eis.af.mil/sites/OO-DP-AF-29/default.aspx>.

2.6.8. In coordination with squadron leadership, nominate the most qualified military personnel within the unit to serve as Quality Assurance Evaluators (QAEs). **(T-1)**. Civilian evaluators need to be selected following merit system principles to ensure fair and open recruitment, competition and employment practices free of political influence or other non-merit factors.

2.6.9. Ensure the required numbers of process evaluations, referenced in Chapter 3 are conducted monthly. **(T-3)**.

2.6.10. Ensure a proportional number of evaluations are conducted on each shift to include weekends. **(T-3)**.

2.6.11. Track all failed assessments, Technical Data Violation (TDV), Detected Safety Violation (DSV), or Unsatisfactory Condition Report (UCR) until resolved. Include status in monthly summary meeting. **(T-1)**.

2.6.12. Compile metrics including overall pass/fail rate of all evaluations, inspections and observations. **(T-1)**.

2.6.13. Review reported findings and ensure corrective actions are valid and accurate for all findings categorized as failed observations. **(T-1)**.

2.6.14. Ensure SIs are reviewed, maintained, and appropriate action(s) taken. **(T-2)**.

2.6.15. Conduct Evaluator Personnel Evaluations (EPEs) to ensure proficiency and standardization. **(T-1)**.

2.6.16. Assist the LRS/CC in coordinating with outside agencies regarding external inspections and evaluations. **(T-3)**.

2.6.17. Obtain LRS/CC approval to rotate QA personnel. (T-2). ANG will obtain LRS/CC approval to rotate augmentees. (T-2). Execute approved plan IAW Chapter 3 of this instruction. (T-2).

2.6.18. Establish QAE augmentee duties. (T-1).

2.6.19. Review QA data monthly to identify high-failure items from evaluations/inspections. (T-1). A high-failure item is defined as any process step missed at least three times during a one-month period. Include this data in the Monthly QA Summary Meeting.

2.6.20. Consult with local legal counsel and ensure compliance with federal, state, and local environmental laws/regulations and AF publications. (T-0). At overseas locations, ensure compliance with Final Governing Standards (FGS) or the Overseas Environmental Baseline Guidance Document (OEBGD) in the absence of the FGS. (T-0).

2.6.20.1. Consult with the Installation Environmental Protection Committee, Base Environmental Manager, Base Civil Engineer (BCE), Base Bioenvironmental Engineer, Wing Safety, Staff Judge Advocate, Unit Environmental Coordinators (UECs) and the Environment Management System (EMS) Cross-Functional Team (CFT) semiannually to stay current on local environmental rules, restrictions, and regulations. (T-1).

2.6.21. Based on the failure rate, determine if additional evaluations are required in a specific area. (T-1). Instances of increased failure rates drive additional surveillance and improvement actions which need to be prescribed in subsequent Quarterly QA Evaluation and Inspection Plan.

## **2.7. LRS Quality Assurance Evaluators (QAEs) will:**

2.7.1. Use the Career Field Education and Training Plan, AF policy and procedural guidance to evaluate and inspect flights. (T-1).

2.7.2. Evaluate unit logistics readiness procedures. (T-1).

2.7.3. Determine if checklists, job guides and manuals associated with assessments, evaluations and inspections are current and available. (T-2). Notify the appropriate organization (AF, MAJCOM, Wing, and Group) when deficiencies are found. (T-2).

2.7.4. Perform routine inspections and key task certifications on AF Key Task List (KTL) and Routine Inspection List (RIL) items in the LRS QA Folder located on the Logistics Readiness Force Development SharePoint site at <https://cs3.eis.af.mil/sites/OO-DP-AF-29/default.aspx>. (until a HAF-approved QA database is available to incorporate KTLs/RILs). (T-1).

2.7.5. Enter observations, inspections, and evaluation reports into the appropriate QA database. (T-1).

2.7.6. Provide training/instruction as applicable to address deficiencies identified during evaluations and inspections. (T-2).

2.7.7. Complete required QA Evaluator training described in Chapter 3. (T-1).

2.7.8. Fuels Management evaluators will:

2.7.8.1. Oversee initial organizational fuel tank inspection IAW AFI 23-204, *Organizational Fuel Tanks*. (T-1). After initial inspection, Fuels Management



evaluators will conduct and record physical inspection and program management assistance reviews (administrative documentation, fuel inventory documentation and physical safety/security to include checking for presence of water bottoms) every two years. **(T-1)** Maintain reports in the LRS QA files and provide a copy to the owning organizational commander. **(T-2)**.

2.7.9. Materiel Management evaluators will:

2.7.9.1. Monitor the entire degraded operations process, to include attending and observing transaction recovery. **(T-2)**.

2.7.9.2. Ensure an After-Action report is created and submitted IAW AFI 23-101, *Air Force Materiel Management*, Chapter 2, using the Sample After-Action Report Template found in, AFH 23-123, Vol 2, Pt 1, *Integrated Logistics System-Supply (ILS-S)*, *Materiel Management Operations*, Chapter 2. **(T-2)**.

**2.8. Contracted Functions.** Contracted functions need to be evaluated by the Contract Officer Representative (COR) IAW the contract's Performance Work Statement using the Quality Assurance Surveillance Plan (QASP).

**2.9. Munitions Activities.** Munitions activities assigned to an LRS are responsible to the LRS/CC for quality assurance. However, munitions activities will follow the quality assurance program requirements prescribed by AFI 21-200, *Munitions and Missile Maintenance Management*. **(T-1)**. Munitions quality assurance reporting will be through the QA OIC or NCOIC to the LRS Commander. **(T-1)**.

## Chapter 3

### EVALUATION REQUIREMENTS AND METHODOLOGY

**3.1. Program Guidance.** The LRS QA Section will perform analysis, surveillance, and trend identification of LRS processes through personnel evaluations on all LRS assigned personnel and inspections of processes. **(T-1).** Commanders must ensure oversight is provided for all LRS processes. **(T-1).**

3.1.1. The QA Section will serve as the primary technical advisory agency, assisting logistics readiness supervision at all levels to resolve quality problems, develop corrective action strategies and enhance the overall quality of logistics processes. **(T-1).**

**3.2. Personnel Requirements.** Selecting the right personnel to fill the QA section is critical to a successful QA program and ultimately the success of a unit's mission. Assigned personnel need to be impartial, objective, and consistent in all evaluations. Leadership will only select qualified personnel that are considered established functional experts, clearly adhere to and understand policy and guidance, and are able to communicate clearly (verbally and written). **(T-2).**

3.2.1. The LRS QA OIC or NCOIC must be an officer, SNCO, or civilian equivalent, in a logistics functional specialty or QA Specialist. **(T-1).**

3.2.2. Evaluators and augmentees can be military or civilian personnel. Civilian evaluators need to be selected following merit system principles to ensure fair and open recruitment, competition and employment practices free of political influence or non-merit factors.

3.2.3. Military QAEs/augmentees must be a TSgt or higher and possess at least a 7-skill level. **(T-1).** If no qualified candidates meet the requirement, SSgts who have completed 7-level upgrade training may be appointed by the commander. **(T-3).**

3.2.4. Military QAEs must hold the same AFSC of those being evaluated on technical tasks contained in the applicable Career Field Education & Training Plan (CFETP). **(T-1).** ANG LRS/CCs may waive the AFSC requirement only in manning shortage situations. **(T-2).** General evaluations or observations may be conducted by any qualified QA evaluator.

3.2.5. Civilian QAEs must have experience in the functional discipline they are responsible for evaluating. **(T-1).** Evaluator duties must be included in the position description. **(T-1).**

3.2.6. ARC LRSs may utilize Traditional Reservists not on extended active duty as QAEs.

### **3.3. QA Personnel Training Requirements.**

3.3.1. All QA personnel must be trained to perform QA functions. **(T-1).** Training must cover evaluator responsibilities, inspection and evaluation techniques, metrics analysis, inspection worksheet documentation, report writing, problem-solving, publications management, and actions to prevent personnel injury or equipment damage. **(T-1).** Personnel assigned to QA must complete the following:

3.3.1.1. QA Evaluator Course (AFIT LOG 143). **(T-1).** This course is designed to educate LRS evaluators on the concept, policies and responsibilities of the Logistics Readiness Squadron Quality Assurance Program contained in this AFI. It will ensure a

standardized method is used to evaluate a unit's compliance with Air Force, command and local directives and policies.

3.3.1.2. NWRM Fundamentals Course IAW applicable CFETPs. **(T-1)**. This course can be found on the Advanced Distributed Learning Service (ADLS) website.

3.3.2. To become fully qualified, evaluators must accomplish mandatory training and pass three EPEs within 120 days of appointment (the first EPE will be accomplished within 40 days). **(T-1)**. EPEs will be conducted by a qualified evaluator to ensure member can execute the proper steps to conduct an evaluation. **(T-1)**. Each QAE, permanent or augmentee, must pass the EPEs prior to performing unsupervised evaluations and inspections. **(T-1)**. To become fully qualified, ARC evaluators must accomplish mandatory training and pass three EPEs within 210 days of appointment (the first EPE will be accomplished within 90 days). **(T-2)**.

3.3.3. QA augmentees require an annual EPE on either a PE or Trainer Proficiency Evaluations (TPE) to remain qualified.

3.3.4. The QA OIC/NCOIC will create a Master Training List utilizing the LRS QA Air Force Job Qualification Standard (AFJQS) and document QAE training in individual training plans. **(T-1)**. Civilian training is documented on AF Form 971, *Supervisor's Employee Brief*.

**3.4. Quality Assurance** . If a functional area does not earn a full-time position in QA, but specialized expertise is required, select qualified technicians who are recommended by their flight leadership to serve as augmentees. To the greatest extent possible, QA augmentees should not be the functional lead for a work center to avoid conflicts of interest. Civilian evaluators need to be selected following merit system principles to ensure fair and open recruitment, competition and employment practices free of political influence or other non-merit factors. If more than one LRS is located on/near each other on/around installation, collaborate between Air Force Reserve Command (AFRC), Regular AF and ANG to the greatest extent possible to assist with augmentation and/or areas that lack specialized expertise or a qualified technician.

**3.5. Rotation of Quality Assurance Personnel.** The QA OIC or NCOIC, in coordination with flight leadership, is responsible for developing and executing a plan to rotate QA personnel. Personnel shall be assigned to QA for a minimum of 24 months and no longer than 36 months. **(T-3)**. QA personnel on short tours do not need to meet the time requirements. ARC does not have any maximum time requirements. Civil service personnel are not subject to the provisions of this paragraph.

**3.6. Assessment Methodology.** Assessments are the formal avenue to ensure the effectiveness of logistics procedures and identify areas for improvement. They provide leadership with factual information about the health and effectiveness of the unit and training. Accurate assessments of personnel proficiency and processes are critical to gauging unit effectiveness. This program enhances cross-tell and facilitates benchmarking, while allowing latitude to adapt it for local needs. QA assessments will be conducted through the use of evaluations, inspections, and observations. **(T-1)**.

3.6.1. Evaluations. Represent the direct evaluation of a logistics action, inspection, or training conducted/performed by an individual or team. Evaluations are used to evaluate job proficiency, degree of training, and compliance with technical data or instructions. Any

individual performing, supervising, or evaluating logistics tasks is subject to a direct evaluation. Evaluations include:

3.6.1.1. Personnel Evaluations (PE). A PE is the direct evaluation of an individual or team conducting/performing a logistics action. PEs may be conducted on task-oriented functions such as equipment maintenance as well as process-oriented functions such as vehicle dispatch.

3.6.1.2. Evaluator Proficiency Evaluations (EPE). An EPE is the direct evaluation of QAE or any individual performing a quality/compliance assurance function in a unit.

3.6.1.3. Trainer Proficiency Evaluations (TPE). A TPE is the direct evaluation of a unit instructor/trainer or certifier to determine their ability to teach accurately and sufficiently. TPEs also assess weapon system, equipment or process knowledge; teaching methods and techniques; the ability to operate trainers; and adequacy and effectiveness of training programs. Any individual training or certifying personnel on a task or process is subject to a TPE.

3.6.2. Inspections. Represents inspections of equipment, to ensure compliance with established standards. Inspections are rated as Pass/Fail. Inspections include:

3.6.2.1. Quality Verification Inspection (QVI). A QVI is an inspection of equipment condition or a process after an inspection, repair action or process that has been completed by a technician or supervisor to assess if it was properly completed. The QVI finding should reflect deficiencies by the individual who accomplished the task and identify specific discrepancies.

3.6.2.2. Special Inspections (SI). SIs are inspections not covered by QVIs or Evaluations and may include, but are not limited to, inspections of: equipment forms, document control procedures and file plans, inventory controls, Technical Order (T.O.) files, vehicle inspections, housekeeping, safety practices, and other interest items identified by Headquarters Air Force and MAJCOMs. SIs may be compliance or proficiency oriented.

3.6.3. Observations. Represents observed events or conditions with safety implications or technical violations not related to an evaluation or inspection that are considered unsafe, not in accordance with established procedures, or in the case of equipment, unfit to operate. Observations include:

3.6.3.1. Detected Safety Violation (DSV). A DSV is an observed unsafe act by an individual. The QAE must stop the unsafe act immediately. **(T-0)**. Do not document a separate DSV on an individual undergoing a direct evaluation since the unsafe act automatically results in a "Fail" rating. Annotate the failure with "Safety" when a safety violation is committed during an evaluation. Report all safety incidents to the squadron safety representative IAW local safety policy.

3.6.3.2. Technical Data Violation (TDV). A TDV is an observation of any person performing maintenance or another logistics process inconsistent, contradictory or without the required technical data present at the job site when mandatory use is required. The technician must have knowledge of all general directives associated with the job prior to performing the task. **(T-1)**. Do not document a separate TDV on an individual undergoing a direct evaluation since failure to use technical data automatically results in

a “Fail” rating. Annotate the failure with “Tech Data” when a TDV is committed during an evaluation.

3.6.3.3. Unsatisfactory Condition Report (UCR). A UCR is an unsafe or unsatisfactory condition, other than a DSV, chargeable to the work center supervisor. UCRs will be documented even when it is not possible to determine who created the condition. **(T-1)**.

3.6.4. Acceptable Quality Levels (AQLs). An AQL denotes the maximum allowable number of minor findings that a process or product may be charged for the task to be rated “Pass.” It must be strict enough that the task, process or product meets an acceptable level of quality, but is not so strict that a pass rating is unattainable. Task issuing authorities (e.g., AF, MAJCOM, LRS/CC) establish/approve AQLs.

3.6.5. Discrepancy Categories.

3.6.5.1. Category I (CAT I). A required inspection/ procedural item missed or improperly completed. This category is a specific item, step, note, caution, or warning identified in procedural guidance for that specific evaluated task. Use sub-classification of major or minor to indicate the discrepancy’s relative severity.

3.6.5.2. Category II (CAT II). An obvious defect, which could have been readily detected by a technician or supervisor, but is not a specific item, step, note, caution, or warning from procedural guidance for that specific evaluated task. Use sub-classification of major or minor to indicate the discrepancy’s relative severity.

3.6.6. Key Task List (KTL). The KTL is an AF, MAJCOM or Unit developed list of required inspections. The KTL is designed to cover tasks that are complex and those affecting critical logistics processes, nuclear surety and/or safety as designated by leadership. All logistics actions/functions listed on the KTL require mandatory call-in to QA each time the logistics action/function is accomplished. QA evaluators will respond and perform an inspection. **(T-2)**. **Exception:** the LRS/CC, on a limited basis, may waive the inspection. The QA Section must review and update unit KTLs at least every year to ensure they encompass those logistics actions/functions directly affecting quality of complex critical logistics processes. **(T-3)**.

3.6.7. Routine Inspection List (RIL). The RIL is an AF, MAJCOM or Unit developed list of routine inspections that must be performed with an identified frequency. The QA Section shall consolidate inputs provided by flight leadership for suggested RIL items/frequency and obtain LRS/CC approval. **(T-2)**. Tasks shall not be removed from the RIL without issuing authorities' approval (e.g., AF, MAJCOM, LRS/CC). **(T-1)**.

### 3.7. Assessment Finding Procedures.

3.7.1. The QA Section will notify the LRS/CC immediately of all major findings or failures related to safety, security, or nuclear surety. **(T-1)**. Additionally, the QA Section will suspend evaluations/inspections receiving a fail, DSV, TDV, or UCR to the appropriate flight commander/NCOIC for corrective action(s). **(T-1)**.

3.7.2. Work centers need to respond to all findings by stating the action taken to resolve the identified problem(s) to include an implementation date or estimated closure date (ECD). Root cause analysis will be conducted by the evaluated work center for all major findings to determine underlying causes and appropriate corrective action. **(T-1)**. The LRS QA Section

may assist with conducting root cause analysis. Work center responses will be routed through the NCOIC and flight commander before reaching the QA Section. (T-3). Unit commanders will be briefed on open/closed items during the Monthly QA Summary Meeting. (T-1). Confirmation of major findings or failures and immediate corrections or planned corrective actions will be routed to the LRS QA OIC or NCOIC within 10 duty days. (T-2). ARC units will submit replies by the next scheduled Unit Training Assembly (UTA). (T-2).

3.7.3. Evaluators must review all individuals' On-the -Job Training (OJT) Records, where applicable, for those evaluations receiving a fail, DSV or TDV to verify training documentation (i.e., have individuals been trained, etc.). (T-1). Identify discrepancies in documentation to the unit training manager for follow-up action. At no time will the evaluation ratings be changed based on OJT Record documentation discrepancies alone. (T-2).

3.7.4. Results of all observations/evaluations/inspections will be recorded in the LRS QA database. (T-1).

3.7.5. All findings (i.e., failed evaluation/inspection or observations) will include a reference to the TO, instruction, and/or command standard violated of each finding prior to the determination to include that finding in the QA database. (T-1). QAE will review results with the individual(s) and supervisor upon completion of each evaluation. (T-1).

3.7.5.1. Findings are validated deficiencies and will be tracked at the unit level until resolved. (T-1). The following are the two types of findings:

3.7.5.1.1. Major Finding. A deficiency that results or could result in widespread or significant mission impact or failure.

3.7.5.1.2. Minor Finding. A deficiency that is procedurally incorrect but only has minor mission impact.

### **3.8. Unit Assessments.**

3.8.1. The minimum number of required monthly assessments is determined based on the percentage of personnel assigned to the functional area detailed in Table 3.3. The minimum number of assessments will be against 10% of the RILs for the given function located on the Logistics Readiness Force Development SharePoint site at <https://cs3.eis.af.mil/sites/OO-DP-AF-29/default.aspx>. (T-1). NOTE: AFRC personnel will follow the HQ AFRC requirements for Unit Assessment criteria, to include RILs, and minimum personnel assessed. The Quarterly QA Evaluation and Inspection Plan will be devised to ensure all RILs are evaluated annually. (T-2).

3.8.1.1. All LRS personnel must be assessed at least once annually. (T-1). The type of individual assessments (i.e. PE, TPE, SI, QVI) should vary annually.

3.8.1.2. Available personnel are those "on station" performing tasks. Augmenting forces and individuals who are off station are not counted.

3.8.2. Assessments must cover all shifts, including weekends as applicable to the individual duty sections. (T-1). The ANG will include utilizing UTAs to meet assessment requirements. (T-2).

3.8.3. QAEs will use AF Form 4421, *Logistics Readiness Squadron Quality Assurance (LRS QA) Assessment Form*, when conducting assessments and file IAW AFRIMS at: <https://www.my.af.mil/afirms/afirms/afirms/rims.cfm> (T-1).

**Table 3.1. LRS Functional Assessment Requirements**

Office Symbol	Logistics Readiness Squadron Functional Assessment Requirements	Minimum Personnel Assessments
	<b>Deployment &amp; Distribution</b>	
LGRDAP	Passenger Movement Element	20%
LGRDDC	Cargo Movement Element	25%
LGRDF	Personal Property Section	20%
LGRD	Applicable 2T2 Activity	15% / 4% See Notes 1 & 2
LGRDDO	Vehicle Operations Element	20%
LGRDX	Plans & Integration Section	5%
	<b>Fuels Management</b>	
LGRFO	Fuels Operations	25%
LGRFI	Fuels Information Service Center	20%
	<b>Materiel Management</b>	
LGRMSS	Central Storage Element	20%
LGRMMF	Flight Service Center	20%
LGRMSA	Aircraft Parts Store Element	20%
LGRMSH	Hazardous Materiel Pharmacy (HAZMART) Element	15% See Note 3
LGRMP	Physical Inventory Control Section	15%
LGRMI	Inspection Section	15%
LGRMSI	Individual Equipment Element	20% See Note 3
LGRMSP	Individual Protective Equipment	20%
LGRMCC	Customer Support Liaison Element	15%
LGRMCE	Equipment Accountability Element	15%
	<b>Vehicle Management</b>	
LGRV	Vehicle/Vehicular Equipment Maintenance	15%
LGRV	Material Handling Equipment Maintenance	15%
LGRV	Refueling Maintenance	15%
LGRV	Fire Truck Maintenance	15%
LGRV	Allied Trades	15%
LGRV	Customer Service	10%

LGRV	Vehicle Management & Analysis	10%
LGRV	Materiel Control	10%
<p><b>NOTE 1</b> - 15 % for Combat Mobility Flight (added to Small Air Terminals and/or Aerial Delivery Operations)</p> <p><b>NOTE 2</b> - 4% for Airlift Support Functions (i.e., an AMC aerial port exists on base)</p> <p><b>NOTE 3</b> - This applies to those LRS squadrons that do not have this function Outsourced</p>		



## Chapter 4

### LRS QA REPORTING REQUIREMENTS

**4.1. LRS QA Monthly Meeting.** The QA OIC or NCOIC will conduct a Monthly QA Summary Meeting for squadron leadership. **(T-1).** ARC units will conduct the QA Summary quarterly. **(T-2).**

4.1.1. Attendees include LRS/CC, flight commanders, superintendents and any other identified by the LRS/CC. Other interested parties may attend upon the agreement of the LRS/CC. The Monthly QA Summary Meeting should include graphs, narratives, quality trends identified through inspections and evaluations, discussion of common problem areas and description of successful programs or initiatives. The following areas must be addressed in the summary:

4.1.1.1. Equipment forms, documentation. **(T-1).**

4.1.1.2. KTLs/RILs. **(T-1).**

4.1.1.3. Observations. **(T-1).**

4.1.1.4. Narrative Report. **(T-1).** The monthly narrative report must contain an analysis of the results, a summary of significant CAT I and II discrepancies (reference 3.6.5.), technical inspections and status of improvement efforts. **(T-1).** Prior to preparing the narrative report, the QA Section must conduct a study of trends. **(T-1).**

4.1.1.5. Trend Analysis. **(T-1).** Review previous reports to determine if inspected areas have improved or declined. Consistent high scores in any category may indicate the programs emphasis is not focused on the unit's actual problem areas. Low scoring areas may require a reassessment of the corrective actions taken by management. Continuous communication between unit leadership, supervision, and QA personnel is essential. Highlight trends and root causes in the summary.

4.1.1.6. High Failure/Repeat items. **(T-1).**

4.1.1.7. Open/Closed items. **(T-1).**

4.1.2. Template for the LRS QA Monthly Summary Meeting is located in the LRS QA Folder on the Logistics Readiness Force Development SharePoint site at: <https://cs3.eis.af.mil/sites/OO-DP-AF-29/default.aspx>.

**4.2. LRS QA Assessment Form.** The inspected flight must provide a written response to the LRS/CC or designated representative on all documented major findings within 30 days using the AF Form 4421. **Exception:** ARC evaluated units must provide response within 2 UTAs of receipt. **(T-1).**

4.2.1. Major findings recommended for closure must include root cause analysis and sufficient corrective action measures to prevent reoccurrence. **(T-1).** If the finding remains open, units must state the corrective action already taken, the plan for final resolution, and the ECD. **(T-1).**

4.2.1.1. Root cause analysis techniques may be found in the *Air Force Smart Operations for the 21st Century Playbook (Ver 2.0): Introduction to the Eight Step OODA Loop*

*AFSO Problem Solving*, Volume B, maintained in the LRS QA folder located on the Logistics Readiness Force Development SharePoint site at:  
<https://cs3.eis.af.mil/sites/OO-DP-AF-29/default.aspx>.

4.2.2. Flights will, at a minimum, submit responses every 30 days or when status is updated, to the QA OIC or NCOIC until the finding has been approved for closure by the LRS/CC. (T-3).

JUDITH A. FEDDER, Lieutenant General, USAF  
DCS/Logistics, Installations & Mission Support

**Attachment 1****GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

AFPD 63-1, 20-1, *Integrated Life Cycle Management*, 3 July 2012

AFI 21-200, *Munitions and Missile Maintenance Management*, 2 January 2014

AFI 23-101, *Air Force Materiel Management*, 8 August 2013

AFI 23-204, *Organizational Fuel Tanks*, 24 July 2012

AFI 33-360, *Publications and Forms Management*, 25 September 2013

AFI 90-201, *Air Force Inspection System*, 2 August 2013

AFMAN 33-363, *Management of Records*, 1 March 2008

AFH 23-123, Vol 2, Pt 1, *Integrated Logistics System-Supply (ILS-S), Materiel Management Operations*, 8 August 2013

***Prescribed Forms***

AF Form 4421, *Logistics Readiness Squadron Quality Assurance (LRS QA) Assessment Form*

***Adopted Forms***

AF Form 847, *Recommendation for Change of Publication*

AF Form 971, *Supervisor's Employee Brief*

***Abbreviations and Acronyms***

**AF**—Air Force

**AFI**—Air Force Instruction

**AFJQS**—Air Force Job Qualification Standard

**AFMAN**—Air Force Manual

**AFPD**—Air Force Policy Directive

**AFRC**—Air Force Reserve Command

**AFRIMS**—Air Force Records Information Management System

**AFSC**—Air Force Specialty Code

**ANGRC**—Air National Guard Readiness Center

**AQL**—Acceptable Quality Level

**ARC**—Air Reserve Component

**BCE**—Base Civil Engineer

**CFETP**—Career Field Education and Training Plan

**CFT**—Cross-Functional Team

**COR**—Contracting Officer Representative  
**DSV**—Detected Safety Violation  
**ECD**—Estimated Completion Date  
**EET**—Exercise Evaluation Team  
**EMS**—Environment Management System  
**EPE**—Evaluator Proficiency Evaluation  
**FGS**—Final Governing Standards  
**HAF**—Headquarters Air Force  
**KTL**—Key Task List  
**LRS**—Logistics Readiness Squadron  
**MAJCOM**—Major Command  
**NCOIC**—Non Commissioned Officer In Charge  
**NWRM**—Nuclear Weapons Related Materiel  
**OEBGD**—Overseas Environmental Baseline Guidance Document  
**OIC**—Officer In Charge  
**OJT**—On the Job Training  
**OPR**—Office of Primary Responsibility  
**PE**—Personnel Evaluation  
**PWS**—Performance Work Statement  
**QA**—Quality Assurance  
**QAE**—Quality Assurance Evaluator  
**QASP**—Quality Assurance Surveillance Plan  
**QCP**—Quality Control Plan  
**QVI**—Quality Verification Inspection  
**RIL**—Routine Inspection List  
**SI**—Special Inspection  
**TCTO**—Time Compliance Technical Order  
**TDV**—Technical Data Violation  
**TO**—Technical Order  
**TPE**—Trainer Proficiency Evaluation  
**UCR**—Unsatisfactory Condition Report  
**UEC**—Unit Environmental Coordinators

**USAF**—United States Air Force

**UTA**—Unit Training Assembly

### *Terms*

**Acceptable Quality Levels**— An AQL denotes the maximum allowable number of minor findings that a process or product may be charged for the task to be rated “Pass.” It must be strict enough that the task, process or product meets an acceptable level of quality, but isn’t so strict that a pass rating is unattainable.

**Assessment**— Assessments are the formal avenue to ensure the effectiveness of logistics processes and identify areas for improvement.

**Detected Safety Violation**— An observed unsafe act by an individual.

**Discrepancy Category I**— A required inspection/ procedural item missed or improperly completed. This category is a specific item, step, note, caution, or warning identified in procedural guidance for that specific evaluated task. Use sub-classification of major or minor to indicate the discrepancy’s relative severity.

**Discrepancy Category II**— An obvious defect, which could have been readily detected by a technician or supervisor, but is not a specific item, step, note, caution, or warning from procedural guidance for that specific evaluated task. Use sub-classification of major or minor to indicate the discrepancy’s relative severity.

**Evaluations**— Represent the direct evaluation of a logistics action, inspection, or training conducted/performed by an individual or team. Evaluations are used to evaluate job proficiency, degree of training, and compliance with technical data or instructions. Any individual performing, supervising, or evaluating logistics tasks is subject to a direct evaluation.

**Evaluator Proficiency Evaluations**— An EPE is the direct evaluation of QAE or any individual performing a quality/compliance assurance function in a unit.

**Inspections**— Represents inspections of equipment, to ensure compliance with established standards. Inspections are rated as Pass/Fail.

**Key Task List**— The KTL is an AF, MAJCOM or Unit developed list of required inspections. The KTL is designed to cover tasks that are complex and those affecting critical logistics processes, nuclear surety and/or safety as designated by leadership. All logistics actions/functions listed on the KTL require mandatory call-in to QA each time the logistics action/function is accomplished.

**Major Finding**— A deficiency that results or could result in widespread or significant mission impact or failure.

**Minor Finding**— A deficiency that is procedurally incorrect but only has minor mission impact.

**Observations**— Represents observed events or conditions with safety implications or technical violations not related to an evaluation or inspection that are considered unsafe, not in accordance with established procedures, or in the case of equipment, unfit to operate.

**Personnel Evaluation**— The direct evaluation of an individual or team conducting/performing a logistics action. PEs may be conducted on task-oriented functions such as equipment maintenance as well as process-oriented functions such as vehicle dispatch.

**Quality Verification Inspection**— An inspection of equipment condition or a process after an inspection, repair action, or process that has been completed by a technician or supervisor to assess if it was properly completed. The QVI finding should reflect deficiencies by the individual who accomplished the task and identify specific discrepancies.

**Routine Inspection List**— The RIL is an AF, MAJCOM or Unit developed list of routine inspections that must be performed with an identified frequency. The QA Section shall consolidate inputs provided by flight leadership for suggested RIL items/frequency and obtain LRS/CC approval. Tasks shall not be removed from the RIL without issuing authorities' approval (e.g., AF, MAJCOM, LRS/CC).

**Special Inspections**— SIs are inspections not covered by QVIs or Evaluations and may include, but are not limited to, inspections of: equipment forms, document control procedures and file plans, inventory controls, Technical Order (T.O.) files, vehicle inspections, housekeeping, safety practices, and other interest items identified by Headquarters Air Force and MAJCOMs. SIs may be compliance or proficiency oriented.

**Technical Data Violation**— A TDV is an observation of any person performing maintenance or another logistics process inconsistent, contradictory or without the required technical data present at the job site when mandatory use is required. The technician must have knowledge of all general directives associated with the job prior to performing the task. Do not document a separate TDV on an individual undergoing a direct evaluation since failure to use technical data automatically results in a "Fail" rating. Annotate the failure with "Tech Data" when a TDV is committed during an evaluation.

**Trainer Proficiency Evaluations**— The direct evaluation of a unit instructor/trainer to determine their ability to teach accurately and sufficiently. TPEs also assess weapon system, equipment or process knowledge; teaching methods and techniques; the ability to operate trainers; and adequacy and effectiveness of training programs. Any individual training personnel on a task or process is subject to a TPE.

**Unsatisfactory Condition Report**— An unsafe or unsatisfactory condition, other than a DSV, chargeable to the work center supervisor.